C1850-3
4/13/87

1987 INSTITUTIONAL GIANTS: BIG BUCKS, HOT CON

Media stars: Great Chefs of the West....114

New starch fronts: Polenta, risotto, couscous.....84
Chains: Former Grace groups fine-tune after LBO.....98
Pan-Asian wave: Recipe secrets from Thai cuisine....166

APRIL 15, 1987

A Cahners publication serving the total foodservice industry

®RESTAURANTS & INSTITUTIONS

P0616030 (1041/ 00 BAG4970
3710 0000 ***
SRI ACQUISITIONS 333
CONGRESSIONAL INFO SVC 333
4520 EAST WEST HWY 333
BETHESDA MD 20814

Host your next meeting at Harris Bank

APRIL 15, 1987

CONTENTS

Vol. 97 No. 9

BRIEFINGS
A summary for busy readers 4

COMMENTS
M&E and smoking 11
Operations in this issue 11

VIEWPOINT
120 ways to do Lenten meals 14

R&I FORUM
Readers speak out 18

R&I REPORT
Compensation: Liberals push for health benefits 22
Labeling: Ingredient-labeling battle continues 24
Economic Experts: Who has spending power? 25
R&I Data: Sales Now 25
Washington Update 26
R&I Data: Prime Rate 26

R&I EXCLUSIVE
Institutional Giants: A giant's-eye view of institutional menu evolution 32

MENUS
Menu Concepts: treats makes a sweet impression 70
R&I Data: Average Menu Prices 71
Testings: Burger King unleashes Burger Bundles 71
Operator Offerings: Hemingway's Tasting Menu 72
R&I Data: Menu Reprinting 73
Menu Design: Henry's menu conveys informality 73
Consumer's Choice: Salads score with youth 76
Menu Promotions: Acapulco lets children eat free 76
R&I Data: Menu Price Promotions 76

TASTE
Menu Trends: Polenta, risotto and couscous join carbohydrate race 84

CHAIN DIGEST
Corporate Profile: Restaurant Enterprises 98
Convenience Stores: Circle K does it with style 100
Expansion Strategies: Carlson's new concept 100
Prototypes: Arby's returns to Ohio 106
Taking Stock: Restaurant companies use partnerships to offset losses 106
Dayparts: Breakfast is a mainstay at Druther's 110
Success Story: It's all in the family at Little Caesar's 110

INDEPENDENTS
Media: Great Chefs of the West 114
Fine Dining: Upstairs, Downstairs at the Sherry Oven 120

SYSTEMS
Back of the House: Safety regulations lessen kitchen disasters 132
Maintenance: Insuring vehicles for successful delivery 132
R&I Data: Labor Cost Index 133
Human Resources: Phillips' seasonal training system 133
Management: Using intuitive skills 134

EQUIPMENT
Service Stands: Support for the kitchen 140
Kitchen Design: Remodeling restores health to infirmary 142

FOOD
Ethnic Cuisine: The cooking of Thailand 166
Cajun Cuisine: Madison, Wis. welcomes Cajun cooking 172
Chef Q&A: Greg Zifchak 174
Nutrition Report: Barley adds nutrition to menu 176
Food Facts: Thai foods' exotic flavor 180

MARKETPLACE
Merchandising & Marketing: Deli meats 184
Products: Deli products 190
Product Development: Iced tea system helps brew profits 192
New Products 192
Buyers Mart: Products 194

CLASSIFIED ADS
Buying, selling, changing jobs 207

ET CETERA
People, Places & Promos 214
Celebrations: Anniversaries, birthdays . . . 215
Coming Up: April 29 issue 216
Personal Glimpse: Marian Burros 216
Previewing: A book review 216

ACTION EXPRESS
For more product information 220

ADVERTISING INDEX
Where to find ads in this issue 220

READER SERVICE CARD
For more information 221

Food Facilities & Energy News, a service of the American Gas Association, follows page 146.

■ ECONOMIC EXPERTS

Who Has the Spending Power?

College grad's income 50% higher than average household.

Kim Kennedy is a member of Cahners Department of Economics.

The foodservice industry knows the incidence of eating out and the amount of money people spend on eating out are closely correlated with education and income.

The following are highlights of a March 1986 report on U.S. households by education and income recently released by the Conference Board's Consumer Research Center.

Each generation of Americans achieves a higher level of education than the one before. Today, more than 20% of household heads hold a college degree, an increase from slightly more than 10% about 20 years ago.

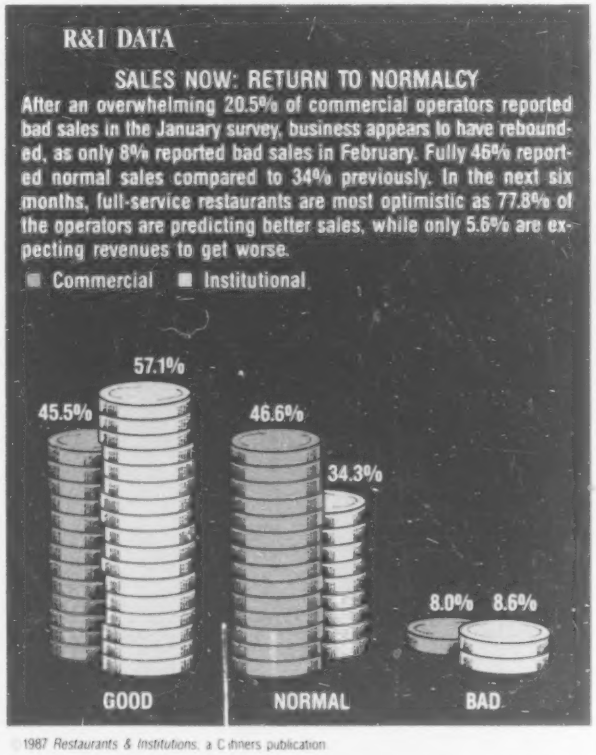
Because higher education is closely associated with higher income, it is not surprising the top-educated household population accounted for close to one-third of the total personal income last year. The average income of households headed by a college graduate was $43,000—50% more than the average.

Family heads with a high level of education not only earn more, but in almost two-thirds of all instances are married to spouses who also have jobs and contribute substantially to the family's earnings. Because of this, more than one-half of these households earn incomes of more than $35,000 per year and more than one-half of that number earn in excess of $50,000.

By comparison, only slightly more than one-fourth of households where the head has a high school diploma or some college are in the $35,000 and over bracket, with most at the lower end of the range. And for households with the least education, close to four out of five earn less than $25,000 a year. Almost three out of five earn less than $15,000.

This means that while the college educated account for only 20% of all households, they represent one-half of all homes in the $50,000-and-more income bracket.

Furthermore, the earnings gap between the college educated and others increases with age and experience. At age 30 to 34, households headed by a person with a middle education earn incomes 5% less than the national average whereas college-educated households earn incomes 30% more than the national average. The dollar earnings gap between the two is more than 35%. ***—Kim Kennedy***


R&I DATA
SALES NOW: RETURN TO NORMALCY
After an overwhelming 20.5% of commercial operators reported bad sales in the January survey, business appears to have rebounded, as only 8% reported bad sales in February. Fully 46% reported normal sales compared to 34% previously. In the next six months, full-service restaurants are most optimistic as 77.8% of the operators are predicting better sales, while only 5.6% are expecting revenues to get worse.
Commercial
Institutional
57.1%
45.5%
46.6%
34.3%
8.0%
8.6%
GOOD
NORMAL
BAD

1987 Restaurants & Institutions, a Cahners publication

COLLEGE PAYS OFF

■ Three-fifths of all persons with a graduate-school education are under the age of 45.

■ More than three-fifths of all household heads that are in managerial or professional occupations are college educated.

■ Nearly one-third of all college-educated household heads earned $50,000 or more last year, and nearly 12% earned $75,000 or more.

■ INSTITUTIONAL GIANTS

CAPTIVATING CUISINE

A Giant's-eye view of institutional menu evolution.

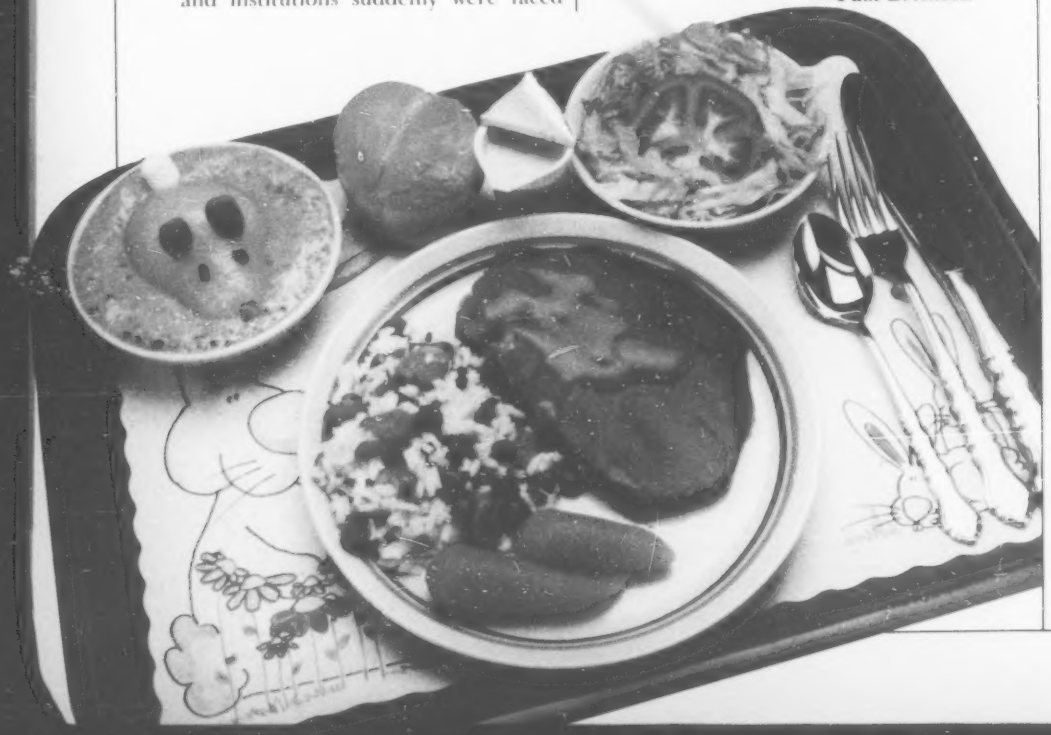
Long, long ago (15 years at least) there was a type of cuisine known internationally as "institutional food." Usually served on a tray, with a parsley garnish, this form of sustenance was meted out to a captive clientele in schools, in colleges, in corporate cafeterias and in hospitals. With no other choices to be had, these customers ate their institutional food, and were satisfied.

But as time progressed, the hungry hordes had their eyes opened to another type of meal—something that cost a little more, but seemed worth it. This food came from the outside world, from the commercial establishments, and institutions suddenly were faced with an audience no longer captive.

As sales slipped and reputations slid, the institutional leaders put their heads together and realized something had to be done. Thus began the evolution of institutional food into what today can be termed captivating cuisine.

R&I's Institutional Giants, so named for their high volumes and heady purchasing power, represent this segment's cutting edge. Their menus reflect the latest foodservice trends; their individual items set examples for others to follow. Here's a look at how these industry titans have helped change the face of institutional foodservice.

—Pam Erickson



Smothered in sauce, this institutional lamb dinner (l.) relied on its canned-pear "mouse" on a mousse to catch the customer's eye. Today's lamb (r.), as served by Canteen at Chicago's Harris Bank, is a work of art in itself.

RESTAURANTS & INSTITUTIONS

INSTITUTIONAL GIANTS

R&I

"70,000 lunches are served daily in 113 cafeterias in Chicago public schools," reported F.O. Washam, director of lunchrooms for the Chicago Board of Education, in the December 1937 issue of *Institutions*. "Successful cafeterias of many types are centrally directed and operate on planes of high efficiency."

According to *R&I*'s 1987 list of Institutional Giants, this efficiency continues today, only on a much larger scale. Chicago's public schools now serve an average of 350,000 meals per day from kitchens in 586 foodservice units.

Rank	Organization and headquarters	F&B purchases in millions	Commercial equivalent	No. of units
1	USDA Food & Nutrition Service, Washington, D.C.	$954*	$2,671.12	89,200
2	Canteen/Interstate United (PC: TW Services Inc.), New York	864	2,419.2	2,450
3	ARA Services, Inc., Philadelphia	850	2,380	3,200
4	Marriott Corp., Washington, D.C.	829.3*	2,322	3,154
5	Service America Corp., Stamford, Conn.	357*	1,000	9,000
6	U.S. Navy Food Service Systems Washington, D.C.	304.4	852.3	666
7	U.S. Army Troop Support Agency, Fort Lee, Va.	241.6	676.5	1,089
8	Ogden Allied Services Corp., New York	220	616	1,500
9	Greyhound Food Management Inc., Phoenix	202	565.6	385
10	U.S. Army Clubs & Recreation, Alexandria, Va.	185.3*	518.8	1,116
11	Eastern Airlines Inc., Miami, Fla.	169 prep.; 13.8 raw	279.5	105
12	AMR Corp., Dallas	165.7	464	326
13	Delta Air Lines, Atlanta	150 prep.; 13.8 raw	264	85
14	Army & Air Force Exchange Service, Dallas	152.9	428	2,773
15	Delaware North Cos. Inc. Buffalo	150	420	235
16	U.S. Air Force Open Mess Randolph AFB, Texas	147.3*	412.4	502
17	Sky Chefs (PC: Carson Pirie Scott & Co.), Chicago	125.8	352.2	226
18	Dobbs House (PC: Carson Pirie Scott & Co.), Chicago	120	336	55
19	U.S. Air Force, Tyndall AFB, Fla.	115.6	323.7	639
20	United Air Lines, Chicago	21.8 prep.; 78.1 raw	261.4	22
21	Hospital Corp. of America, Nashville	98.9*	276.6	425
22	Veterans Administration, Washington, D.C.	92.5	259	304
23	Pan American World Airways, Miami, Fla.	82.6 prep.; 5.1 raw	138	1
24	Beverly Enterprises Pasadena, Calif.	85*	238	1,025
25	Szabo Foodservice Co., Oak Brook, Ill.	84.7	237.2	357

&RESTAURANTS INSTITUTIONS

Rank	Organization and headquarters	F&B purchases in millions	Commercial equivalent	No. of units
26	Trans World Airlines Inc., New York	$64.1 prep.; 17.4 raw	$144.9	4
27	U.S. Navy Officer's and Enlisted Mess System, Washington, D.C.	78	218.4	267
28	U.S. Marine Corps, Washington, D.C.	76.7	214.8	109
29	New York City Board of Education, Long Island City, N.Y.	76.5**	214.2	1,170
30	Northwest Orient Airlines, Inc., St. Paul	61.5 prep.; 4.5 raw.	104.9	4
31	The Seiler Corp., Waltham, Mass.	75.6	211.7	520
32	Los Angeles Unified School District, Los Angeles	61.3	171.6	572
33	National Medical Enterprises Inc., Los Angeles	53.1	148.7	527
34	Commonwealth of Virginia, Richmond, Va.	50.2	140.6	60
35	Baltimore Bureau of Purchases, Baltimore	50	140	135
36	Navy Resale and Services Support Office, Staten Island, N.Y.	48.7	136.4	537
37	Republic Airlines, Minneapolis	36 prep.; 8.6 raw	78.1	1
38	State of Oklahoma, Purchasing, Oklahoma City	42.5	119	45
39	California Dept. of Rehabilitation & Correction, Sacramento, Calif.	42.5**	119	49
40	Adventist Health System Shawnee Mission, Kan	42.4	118.7	106
41	Chicago Board of Education, Chicago	39.5	110.6	586
42	Veterans Canteen Service, Washington, D.C.	36.3	101.6	175
43	State of Missouri, Purchasing, Jefferson City, Mo.	33.5	93.8	30
44	Unicare Health Facilities Inc., Milwaukee	33	92.4	342
45	Illinois Dept. of Central Mgmt. Services, Springfield, Ill.	32.9	92.1	86
46	New York State Office of Mental Health, Albany, N.Y.	30.4	85.1	40
47	Humana Inc., Louisville, Ky.	28.6	80	89
48	State of Connecticut, Purchasing, Middletown, Conn.	25	70	225
49	American Medical International Inc., Beverly Hills, Calif.	24.4	68.3	133
50	U.S. Dept. of Justice, Federal Prison System, Washington, D.C.	23.6	66.1	45

WHERE DID THOSE NUMBERS COME FROM?

Food and beverage purchase figures were obtained from *R&I*'s "400" data bank. Giants were ranked on the basis of these purchases.

To derive the "commercial equivalency" values listed, a multiplier of 2.8 was applied to each Giant's purchasing figure. The 2.8 multiplier translates into a food cost of approximately 35.5%.

A multiplier of 1.5 was applied to airline's prepared-food and beverage purchases to reflect the markup already applied by catering companies. Raw food and beverage purchases by airlines received the 2.8 multiplier.

R&I estimate ** operator estimate

INSTITUTIONAL GIANTS

Once upon a time, the salad consisted of chopped lettuce and, maybe, croutons. "Special" salads had shredded red cabbage and hard-cooked eggs tossed in for color; chef's salads were made by adding strips of Swiss cheese, ham and chicken. And the dressing was always Thousand Island. All are still popular today, but there have been many additions to the institutional repertoire.

Salads: Despite more innovative ingredients, lettuce still entertains a strong following.

Perhaps as a reminder of the days when the word "salad" meant little more than tossed greens on a plate, lettuce still remains the No. 1 ingredient in institutional salads. However, our Giants report that there is more than one way to serve the ubiquitous leafy green.

The prepared tossed salad, although a necessity in some operations, has taken a back seat to its trendier and more flexible cousin, the salad bar. Customers feel their selections are fresher when they personally choose them; they also feel more in control of portion size.

Several Giants—especially those serving the college and health-care markets—list the salad bar as one of their top sellers. Build-your-own salads also are a hit with U.S. military personnel. Lettuce's increased availability has made the salad bar a staple in many schools as well.

Taking the salad-bar concept one step further, some operations, such as Hospital Corp. of America's West Side Hospital, Nashville, have added fresh-fruit bars as an option for customers and employees. Baked-potato bars, such as those offered by U.S. Navy clubs, also have gained a loyal following in recent years.

Besides gaining a new appearance, today's Giants' salads also have a new role. Once considered only a first course or side dish, the revamped salad is now a popular entree.

Chicken, shrimp, pasta and the beefy taco salad rate high in the eyes of institutional customers. Although often still served on a bed of lettuce, these light entrees are appearing with increasing frequency on such diverse offerings as pita bread and tortilla shells.

What's become of the old standbys: coleslaw, gelatin, and potato and macaroni salads? They're still with us, playing essentially the same role they had 15 years ago. Some things never change.

This Salade Nicoise can be found in many of ARA's contract operations. Creatively composed entree salads are no longer new to institutional foodservice—they're *de rigueur*.

Entrees: Healthful eating trends go only as far as the customer that won't buy them.

There's no doubt about it. The light and healthful trend that swept through restaurants has blown into the institutional world with a gale force. But while the less-is-more tactic works in some markets, it just doesn't wash in others.

"You need to offer the 'light and healthy' for those people who want to eat that way," says Carol Carlson, vice president of professional services in the ARA Health Care and Nutrition Services Division. "The yuppy, white-collar crowd will eat light, but factory workers still like their meat and potatoes. What you offer depends on the clientele."

Consequently, most Giants try to offer a reasonable mix. ARA, for example, introduced its "Treat Yourself Right" program in March 1986, which was National Nutrition Month. Offered every day in addition to standard menu items, Treat Yourself Right selections meet American Heart Association guidelines for healthful eating. Other Giants offer similar alternatives.

But even foods not billed as healthful now are prepared using fewer fats and oils. Chicken is baked; fish is broiled. And many entrees are prepared using more seasonings and less salt. To reflect these lighter preparation techniques, many Giants' menus now show calorie counts and other nutritional information.

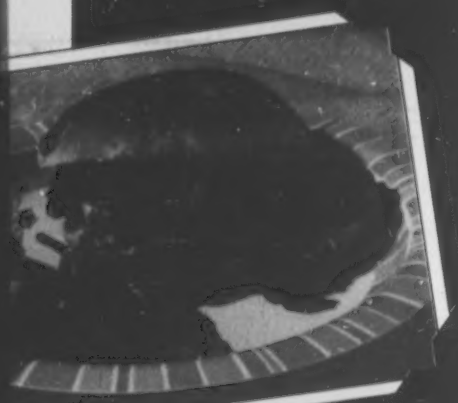
Carlson says that, as a result of this heightened nutrition consciousness among customers, foodservice workers must now be more informed about the foods they serve. "People are more knowledgeable about the foods they're eating," she says. "When they want to know what's in an item, it's our responsibility to tell them." *continued on page 46*

Corporate dining's contemporary cuisine now rivals that of the finest restaurants.

Main dishes like mom used to make—home-style chicken, meats with gravy and tuna casserole—were once the main events in institutional foodservice. Wholesome and simple, these meals were nutritionally sound and tasted fine. But they lacked the flash of their commercial cousins.

INSTITUTIONAL GIANTS

Sandwiches: Any way you slice them, they're still America's favorite lunch.



Yesterday's sandwiches were made with simple breads and buns. Ham or beef and cheese often lay between the two halves; chicken, egg and tuna salad were other common fillings. Turkey made its annual entrance in late fall, appearing solo or converting summer's BLT into a "club."

While meat and cheese on white bread remains a standard offering in many Giant operations, these sandwich favorites have been joined by a host of new arrivals.

Croissants, kaiser rolls and pita bread —frequently baked in on-premises bakery facilities—have come into their own as white-bread alternatives. Looking between the slices, customers now find exotic fillings such as crabmeat and avocado.

Students in New York's public schools have several new sandwich varieties to look forward to in the coming year. Croissant pizzas and *frittata*-croissant combinations, to name a few, will appear on school menus in 1987.

But none of these newcomers have been able to outsell the omnipotent hamburger. Broiled or fried, served in quarter-, third- or, now more rarely, half-pound portions, the hamburger continues as the No. 1 seller.

Across the board—in schools, colleges, health care, and business and industry accounts, as well as in the Army, Navy, Air Force and Marines—*R&T*'s Giants have found burgers to be their best weapon against commercial competition. Many contractors, such as ARA and Canteen, offer grilled hamburgers daily.

However, customers cannot live by hamburgers alone. Operators have therefore become adept at marketing their other sandwich varieties as well.

Competitive merchandising, in the form of serve-yourself sandwich bars, is one way the Giants have taken on the outside world. Humana Inc.'s University Hospital, Louisville, Ky., offers employees a build-your-own-hoagie bar; other contractors feature similar events.

Because they're sold by weight, customer-built sandwiches often sell for a higher price than prepackaged types. One Giant observed that, given the opportunity, customers usually allot themselves more than the standard-size portion; furthermore, they don't mind paying more for the privilege to do so.

continued on page 52

Today's sandwich fillings have gone to town. Customers don't have to look far for exotic combinations such as crabmeat with avocado and sprouts.

INSTITUTIONAL GIANTS

Pasta with tomato sauce used to be as ethnic as some institutions were willing to go. Elaborate promotions, sometimes to the point of excess, often accompanied these ventures away from the all-American meat and potatoes. But once spaghetti was established as familiar ground, operators quickly advanced to lasagna, then pizza, followed by tacos, burritos, chop suey and stir-frys.

Ethnics: Broader menu-development horizons let operators offer the world's fare.

Although operators in certain segments—hospitals and nursing homes in particular—still are limited by the requirements of their customers, most Giants now serve a wide variety of ethnic entrees. Italian remains a favorite, followed by Mexican and Oriental.

There was a time when the adjectives "ethnic" and "Italian" were synonymous in institutional foodservice. Then came the taco and the egg roll, followed by burritos and stir-fried dishes. While Italian remains a strong seller, it has been joined by a host of other regional and international entrees.

Contractors have discovered that Cajun is an excellent addition to college and B&I menus. The Giants report that stir-fried chicken, beef and vegetables, sporting fewer calories than comparable entrees, have been well-received.

On a different note, ARA's International "Cafe Features" combine the popular baked potato with a variety of foreign flavors: Chinese chicken and almonds, Mexican beef and cheese sauce, and Italian sausage, pepper and onions.

Ethnic dishes—especially Italian and Mexican specialties—are a godsend for school-foodservice Giants. Tacos and pizza provide the perfect outlet for U.S. Department of Agriculture commodities such as beef, cheese, tomato paste and flour.

A USDA recipe-revision project has helped further this cause. Besides modifying present school-lunch formulas, the project also is tackling new items, including recipes for burritos, tamale pies, nachos and taco salads.

Currently, students in the Los Angeles Unified School District dine on Mexican dishes such as *chalupas*, tostadas and tacos; in Detroit, Italian ravioli, lasagna and manicotti are particularly hot sellers. New York's schools are offering gyros and pirogi.

Even in hospitals, where hot spices and seasonings generally are taboo, ethnic entrees are catching on. Unicare Health Facilities Inc. has been testing Cajun, Mexican and other specialties at various locations; officials at the New York State Office of Mental Health cite many types of ethnic foods as patient favorites.

continued on page 58

INSTITUTIONAL GIANTS

There was no mistaking the institutional presentation of the past. Though long on nutrition, these meals often came up short in the appearance department; serving logistics were usually to blame. A shift towards self-service, coupled with the addition of simple garnishes, have helped ease the institutional meal away from its mundane existence.

Presentations: Institutions go for the gold. And silver. And crystal.

As illustrated, the Giants' serving techniques have come a long way in the past few years. Once blatantly institutional, many presentations now are indistinguishable from those in commercial fine-dining establishments.

Canteen's Harris Bank account provides a prime example. To capture bankers who might take their clients elsewhere for lunch or dinner, the bank's executive dining room must offer meals equal or superior to those found in nearby restaurants.

General Manager Arnulf Rixecker must ensure that each meal served meets bank standards for quality and appearance. His talent for artful presentation is now evident to others besides Harris employees. The bank recently agreed to let outside businesses host evening meetings and dinners in Rixecker's dining room.

Granted, many Giants can't provide picture-perfect presentations every time. Hospitals must contend with the time lapse between when patient meals are put on plates and when they actually are served; in schools, speed is an important consideration.

When ARA added taco salads to its patient menus, the problem of soggy tortilla shells arose. The time lapse between when the salad was put on the plate and when it was served was to blame. Rather than risk the problems of poor appearance and patient complaints, the contractor opted to surround the salad with tortilla chips.

In schools, the Giants have come to rely on promotional devices such as decorative plastics and posters to enliven their presentations. Theme days featuring ethnic foods or holiday specialties, as well as the American School Food Service Association's National School Lunch Week provide a wide range of opportunities.

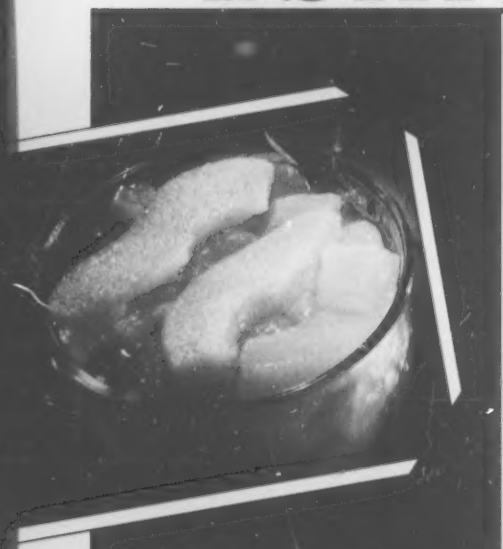
Giants' menus also have lost their institutional look. Neon boards, colorful menu clip-on cards and eye-catching table tents, all of which have their roots in the commercial sector, now appear regularly in institutions' cafeterias.

continued from page 64

Today, restaurant-style table tents set the mood at many an institutional table.

For information circle 19 ⟶

INSTITUTIONAL GIANTS



Virtually unchanged throughout the years, the fruit cup has been an institutional dessert staple for a very long time. Other sweets with a past include two kinds of cake (chocolate and white) three kinds of pie (apple, cherry and chocolate), and two puddings—chocolate and vanilla.

Desserts: The light-and-healthful buck stops here as customers clamor for more sugar.

On-premises baking facilities, premium brand-name ice creams and baked goods, and mobile dessert carts, each represent a tactic employed by the Giants to satisfy their customers' collective sweet tooth.

Freshly baked breakfast rolls, cookies, cakes and pies are hot sellers in Giants' hospitals and B&I operations. In fact, many in-house bakeries have proven quite profitable. Customers buy not only for their immediate needs, but for use at home as well.

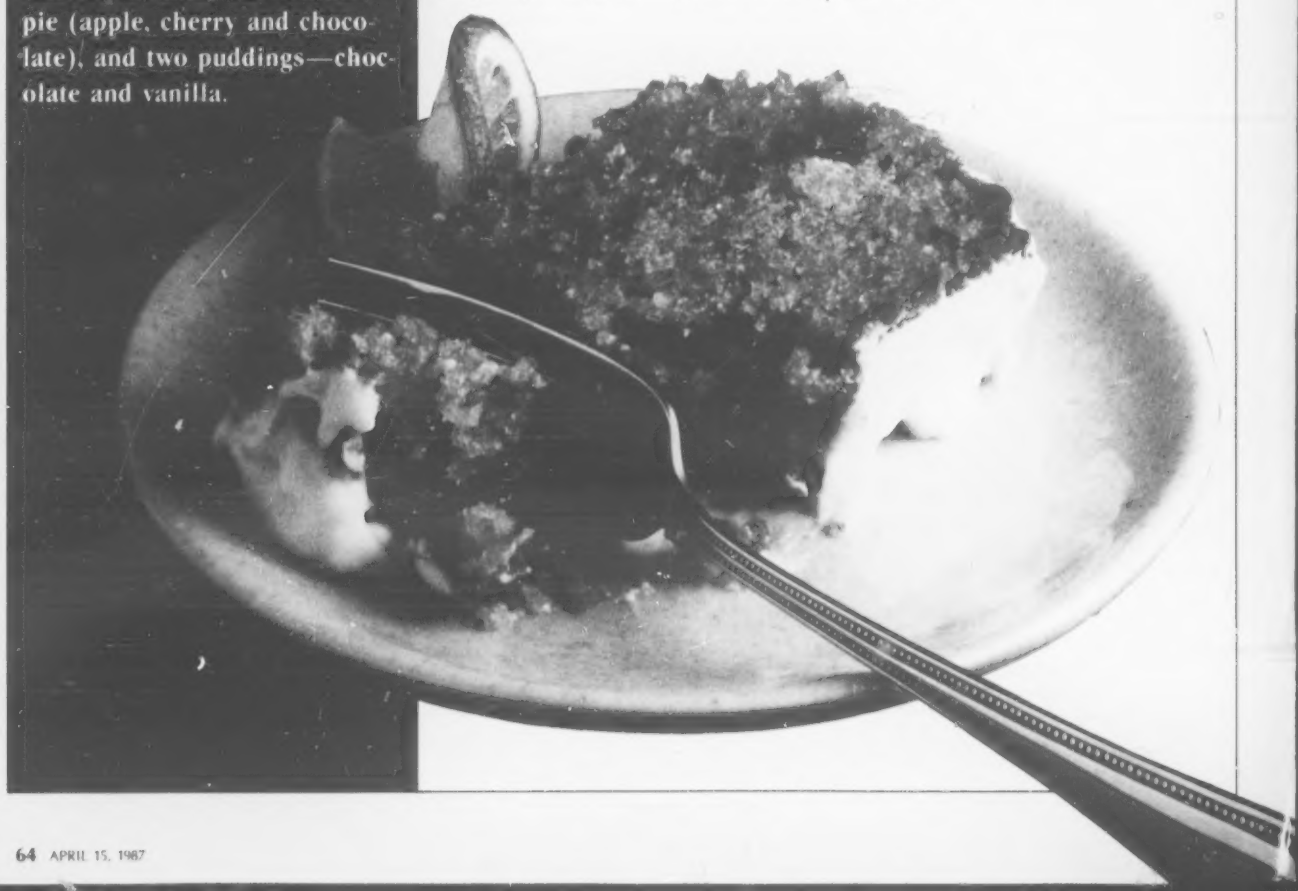
In certain hospitals, dessert carts have helped sweeten the stays of many patients. Patients on regular diets can select from a variety of premium cakes, cookies and pies wheeled in on a cloth-covered cart.

On college campuses, contractors are offering a wide selection of name-brand sweets. Despite competition from these pricy selections, the old dessert favorites—chocolate cake, chocolate pie and chocolate pudding—are still going strong. Build-your-own-sundae bars are also a hit.

Of course, there are always those customers looking to reduce their caloric intake. For these health-conscious consumers, most Giants offer reduced-sugar recipes and dessert alternatives such as fresh-fruit cups.

The controversy over whether to serve sweets to school children was solved with ease by Chicago Public School officials. A program designed to increase cookie revenues was followed up with brochures outlining the desserts' nutritional contents.

Now carrot takes the cake, and pudding is known as mousse. This decade also has seen fresh fruit blossom into a dessert for the '80s.



Captain D's says response to its grilled flounder exceeded expectations.

wealth in tomatoes and the high pure protein value of a half cup of refried beans.

The nutritional information burst is part of TacoTime's new menu. It aims at showing off the variety of its offerings under the topping, "It's time you broke out of your shell."

Captain D's Sets Sail with Grilled Flounder

Captain D's believes non-fried fish will be a major part of the future for fast-service seafood restaurants. To prevent being left in the past, the division of Shoney's Inc. has developed the grilled flounder dinner, its first non-fried fish item.

Frank Brown, president of the Captain D's division, says a 90-day test of the dinner was completed Dec. 31. "There was great response," Brown says. "It exceeded what we expected. The dinner generated both new customers and offered an alternative to our established customers." The dinner will be back in the spring—probably permanently.

For $3.79, diners receive 6 to 6.5 ounces of grilled flounder served on a bed of rice. Green beans, hush puppies, a lemon wedge and a side salad accompany the meal.

While Captain D's is looking to add other non-fried fish items, Brown says Captain D's has no intentions of discarding its fried fish items. "They're still our strongest sellers," he says.

—Howard Schlossberg
—Brad Stratton

■ R&I DATA

AVERAGE MENU PRICES: HEARTY HOTEL HIKE

R&I tracks average selling prices for a variety of menu items at restaurants across the country. The latest survey results show the hotel and motel segment boosting prices moderately on most items, while full-service and fast-food average prices dropped a bit.

Item	Full service	Fast food	Hotel/ motel	North-east	South	North Central	West
Beverages:							
Coffee	$ .60	$ .49	$ .83	$ .70	$ .69	$ .59	$ .58
Iced tea	.65	.59	.87	.83	.69	.64	.65
Soft drinks	.72	.61	.94	.85	.74	.73	.71
Beer	1.48	1.31	1.75	1.69	1.93	1.34	1.50
Wine (glass)	1.63	1.75	2.06	1.93	2.06	1.61	1.90
Sandwiches:							
Hamburger	2.87	1.48	4.00	3.43	2.77	2.47	3.46
Cheeseburger	2.94	1.60	4.28	3.80	3.10	2.76	3.39
Ham & cheese	2.63	2.24	3.72	4.23	2.46	2.40	2.60
Club	4.13	3.40	4.30	4.74	3.62	3.43	4.15
Fish	3.24	1.81	4.22	4.24	2.11	2.18	2.82
Chicken patty	2.63	2.00	4.42	3.78	3.25	2.06	3.17
Other:							
Chili	1.87	1.57	2.34	2.14	1.49	1.58	2.47
French fries	.90	.69	1.11	.98	.94	.81	1.03
Scrambled eggs	1.84	1.36	2.68	2.87	2.20	1.54	2.37

©1987 *Restaurants & Institutions*, a Cahners publication

■ TESTINGS

BURGER KING®

BURGER KING UNLEASHES BURGER BUNDLES

Burger King has begun a test of a new smaller burger, called Burger Bundles, in selected markets. It comes hand in hand with a new ad campaign, "The best food for fast times" . . . Columbus, Ohio-based Max & Erma's is testing delivery service to hotels in Indianapolis . . . Barry Zack's, former chairman of Max & Erma's, has opened a pilot Jeep Dogs unit in Columbus, Ohio . . . El Pollo Asado, the 36-unit fast-food chain that charbroils its chicken, is testing delivery . . . Famous Restaurants, operators of Garcia's Mexican restaurants, has started a third concept, the Caribbean Grill . . . Dobbs House's pizza-delivery concept, De Pizza, is now up to 23 units . . . The first Church's Fried Chicken located in a 7-Eleven convenience store has opened outside New Orleans . . . Sizzler is testing a chili bar tacked on to its popular salad bar while Ryan's Family Steak Houses Inc. is testing ice cream on its volume-boosting Mega Bars. *—H.S.*

■ **R&I DATA**

LABOR COST INDEX: ASSISTANT MANAGERS GAIN SOME RESPECT

Perhaps in response to the growing labor shortage and turnover problems facing operators nationwide, all four regions in the commercial segments reporting in the February survey offered higher starting wages to manager trainees.

	Northeast	North Central	Southwest	West	Average commercial	Average institutional
Executive chef*	$27,941	$27,702	$30,512	$27,664	$30,055	$26,849
Manager*	21,252	17,137	20,455	19,894	18,640	20,705
Asst. manager*	18,705	16,963	16,084	16,953	16,404	18,659
Mgmt. trainee*	15,423	15,389	12,750	15,429	13,320	17,250
Cook**	279	217	211	251	223	254
Dishwasher**	180	152	161	161	146	182

Key: *annually **weekly

©1987 *Restaurants & Institutions*, a Cahners publication

■ **HUMAN RESOURCES**

Phillips Has Seasonal Training System Down Pat

Classes and job structuring get staff up to speed.

Imagine a resort restaurant at its peak season, mobbed with hungry customers. Yet fully one-third of the employees are new to the job. Sound like a restaurant manager's nightmare?

Phillips Seafood Restaurants Inc. copes with this situation every summer when business takes off—particularly in its resort locations in Ocean City, Md. Management begins the gargantuan job of screening and training hundreds of college students every February. The goal: to be fully staffed by May 1.

Two-day training sessions introduce future servers to Phillips' thick employee manual, which explains everything from the meaning of "jfs" (jumbo fried shrimp) to the correct way to greet a customer. Customized audio-visual presentations supplement the instructor's explanations.

Trainees who haven't mastered the material after taking two written tests will probably re-enter the ranks of the unemployed. Those who successfully complete training are encouraged to start a part-time work schedule so they will have some experience under their belts by the time the season begins.

Job structuring eases some of the training burden, at least for kitchen workers. In Phillips' main Ocean City restaurant, which seats a whopping 1,350 people, a central kitchen staffed by year-round employees prepares seasoning mixes, sauces and such items as crab cakes for five line kitchens plus two other Phillips restaurants. "We try to give workers at the line level a package deal—that's the only way to turn out a consistent product," says Lloyd Byrd, regional manager.

Because their jobs defy simplification, servers present a greater training challenge. "We have 11 dining rooms in our Ocean City operation and servers have to run several different places to get appetizers, drinks and so on—it's hard for new ones to get their timing down and not get lost," says Byrd. Servers also have difficulty answering some of the questions—"Are these crab cakes made of back fin? Where did the clams come from?"—asked by the discriminating Eastern Shore customer.

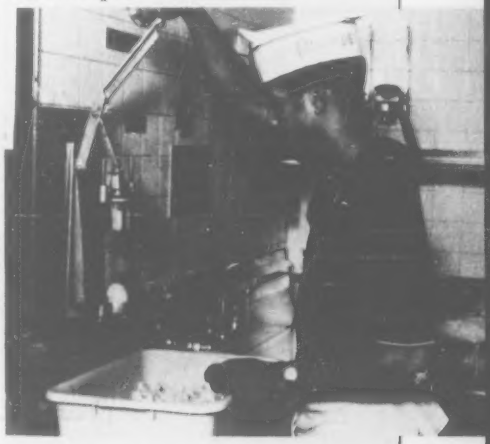
Beyond encouraging servers to educate themselves by asking questions of managers and referring to the manual, Phillips has developed a new job category called "ambassador." When a problem comes up, a server still wet behind the ears can turn to this liaison between kitchen and dining room.

To make sure customers don't suffer while new hires are learning the ropes, Phillips assigns only three or four tables to each server. *—Toni Lydecker*

KEEPING RESORT WORKERS UNTIL SEASON'S END

- Give preference in hiring to workers who come early in the season and stay late.
- Be frank with prospects about any bad points of the seasonal job. Otherwise, they may become disillusioned and quit when you need them most.
- Throw a party or two for employees during the season.
- Get seasonal workers together occasionally to talk about their special problems.
- In high-cost resort areas, consider renting or arranging low-cost housing for seasonal workers who are not local. A generous meal plan will also help them economize.
- Offer seasonal workers a cash bonus if they'll stay until the end.
- Develop an incentive plan to encourage seasonal workers who have performed well to return next year.
- Debrief departing employees at season's end to find out how to do better next time.

A summer employee squeezes lemons for Phillips' seafood lovers.



ACTION EXPRESS

MAGAZINE DIVISION STAFF

William Platt, President; Terrence McDermott, Executive Vice President; David S. Wexler, Vice President Foodservice Group; Thomas J. Dellamaria, Vice President Production and Manufacturing.

BUSINESS STAFF

Barry H. Reese, Publisher; Jane Young Wallace, Associate Publisher; Steven Mayer, Marketing Director; Peggy Venecek, Marketing Assistant Director; M.R. Robinson, Vice President Foodservice Research; Karen Hallberg, Foodservice Research Director; Ed Christ, Circulation Director; Denise Stolton, Circulation Manager.

BUSINESS OFFICES

Mark A. Strauss, National Sales Director. **Midwest:** Rose Deneen, National Sales Coordinator; Marjorie S. Maca, District Manager; Howard Sipe, District Manager; Frank J. Summers, District Manager; Susan Kallas, Sales Services Manager; Patricia E. Olson, Recruitment/Classified Advertising Manager, Cahners Plaza, 1350 E. Touhy Ave., P.O. Box 5080, Des Plaines, IL, 60017-5060. Phone: 312/635-8800. **East Coast:** Robert Fisk, District Manager; William Lazar, District Manager, 8 Stamford Forum, P.O. Box 10277, Stamford, CT, 06904-2277. Phone: 203/328-2500. Michael Cardello, District Manager, 475 Park Ave. S., New York, NY, 10016-6999. Phone: 212/686-0555. **Central Area:** Jerry Stiegler, District Manager, 1621 Euclid Ave., Cleveland, OH, 44115-2186. Phone: 216/696-1800. **Southeast:** Thomas McElhinny, District Manager, Suite 170, 6540 Powers Ferry Rd., Atlanta, GA, 30339-2911. Phone: 404/955-6500. **West Coast:** Stephen Kosloff, District Manager, Suite H, 3637 Sacramento St., San Francisco, CA, 94118-1726. Phone: 415/922-6884. Rebecca Tonne, District Manager; Susan Brummett Green, Sales Representative, Suite 236, 12233 W. Olympic Blvd., Los Angeles, CA, 90064-1068. Phone: 213/826-5818. **Southwest:** Thomas McElhinny, District Manager, 12127 Carriage Hill Dr., Houston, TX, 77077-2508. Phone: 713/497-1095. Michael Cardello, District Manager, Suite 515, 13740 Midway Road, Dallas, TX, 75244-4314. Phone: 214/980-0318. **United Kingdom and Europe:** S.D. Ichbia, Director, Kingslea Press, Ltd., Griffin House, 18-19 Ludgate Hill, Birmingham B3 1DW, England. Phone: 021-236-8112.

FOR YOUR OWN COPY OF RESTAURANTS & INSTITUTIONS

Call 303/388-4511 or circle **500** on the Reader Service Card.

ADVERTISING INDEX

For more information on the products advertised and featured in this issue, circle the number indicated on the Reader Service Card.

Advertiser	Inquiry No.
Above View, Inc. (p.205)	78
Adams Packing Association (p.201)	67
Alto-Shaam, Inc. (p.121-130)	43,44,45,46,47,48,49
American Gas Association (p.147-164)	
American Gas/Commercial Foodservice (p.146)	88
American Gas/Vulcan Hart (p.83)	29
American Wyott, Inc. (p.135)	51
Amoco Foam Products Company (p.138-139)	52
Atlantic Can Co. (p.206)	81
Basic American Foods (p.118-119)	42
Beef Industry Council (p.171,173,175,177)	54,55,56,57
Best Foods, CPC Foodservice, Inc. (p.65)	20
Bil-Mar Foods, Inc. (p.191)	64
Blodgett, G.S. (p.47)	14
Borden Foodservice, Inc. (p.10)	2
Bunge Edible Oil Corp. (p.3)	1
C&M Fine Pack, Inc. (p.196-Q)	96
CPC Foodservice, Best Foods (p.67)	20
CPC Foodservice, Hellman's (p.65)	21
Calavo Growers of California (p.91-93)	33
California Egg Comm. (p.196-K-L)	25
Cambro (p.48-49,50-51)	15,16
Capitol City Prod. (p.196-M)	93
Carnation Co., Foodservice (p.74-75,188-189)	24,63
Chef Pierre (p.21)	11
Classified Advertising (p.207-213)	
Commercial Aluminum Cookware Co. (p.199)	66
Crescent Metal Products, Inc. (p.18)	6,7,8,9
Dos Equis, Moctezuma Imports (p.196-S)	97
Equal Low Calorie Sweetner (p.178-179)	58
Florida Department of Citrus (p.181)	60
Frymaster Corporation (p.104-105)	37
Garland Commercial Industries, Inc. (p.102-103)	36
General Polymers, Cambridge General, Inc. (p.101)	35
General Wire Spring Co. (p.202)	68
Harkers, Inc. (p.196-D-E)	90
Hellman's, CPC Foodservice, Inc. (p.65)	21
Hobart Corp. (p.IBC)	85
Hunt-Wesson Foodservice Div. (p.7,8-9)	
Iceland Seafood Corp. (p.54-55)	18
Irving-Rice (p.203)	71
John Morrell (p.187)	62
Katchall Industries, Inc. (p.205)	76
Kitchens of Sara Lee Foodservice Div. (p.88-89,90-91)	30,31
Lamb-Weston (p.66-67,68-69,78-81)	22,23,27
Lender's Bagel Bakery, Inc. (p.217)	84
Lykes Pasco Packing Co. (p.107,180)	38,59
McGlaughlin Oil (p.204)	94
Market Forge Company (p.108-109)	39
Marko (p.205)	79
Mars Air Doors (p.203)	72
Minor Corp., L.J. (p.203)	69
Molded Fiber Glass Tray Co. (p.204)	75
Moore's Food Products (p.136-137)	
Nabisco Brands Inc., Foodservice Div. (p.16-17)	5
National Dairy Board/D.P.F.A. (p.182-183)	61
National Federation of Coffee Growers of Columbia (p.BC)	86
Ocean Garden Products, Inc. (p.15)	13

continued on page 218

RESTAURANTS & INSTITUTIONS, a Cahners publication
1350 E. Touhy Ave., P.O. Box 5080, Des Plaines, IL 60017-5080 Phone: 312/635-8800

Cahners Publishing Company, A Division of Reed Publishing USA: Specialized Business and Consumer Magazines for Building & Construction; Foodservice & Lodging; Electronics & Computers; Interior Design; Book Publishing & Libraries; Printing; Medical/Health Care; Manufacturing; Industrial/Research Technology; Child Care & Development

BPA ABC ABP

RESTAURANTS & INSTITUTIONS (ISSN 0273-5520) is published biweekly in national, demographic and separate editions by The Cahners Publishing Company, A Division of Reed Publishing USA, 275 Washington St., Newton, MA 02158-1630. William M. Platt, President; Terrence M. McDermott, Executive Vice President; David S. Wexler, Group Vice President; Jerry D. Neth, Vice President/Publishing Operations; J.J. Walsh, Financial Vice President/Magazine Division; Thomas J. Dellamaria, Vice President/Production and Manufacturing. Circulation records are maintained at Cahners Publishing Company, 270 St. Paul St., Denver, CO 80206-5191. Phone: 303/388-4511. Second-class postage paid at Denver, CO 80206-5191 and additional mailing offices. Postmaster: Send form 3579 to our Denver address. RESTAURANTS & INSTITUTIONS copyright 1987 by Reed Publishing USA. Saul Goldweitz, Chairman; Ronald G. Segel, President and Chief Executive Officer; Robert L. Krakoff, Executive Vice President. Annual subscription rates for non-qualified people: USA, $88; Canada/Mexico, $160; other countries, $125 for surface mail and $210 for air mail. Except for special issues where price changes are indicated, single copies of regular issues are available for $6, $8 and $10 (USA, Canada/Mexico and foreign). Please address all subscription mail to RESTAURANTS & INSTITUTIONS, 270 St. Paul St., Denver, CO 80206-5191.

NOTE

ONLY THE FOLLOWING PAGES OF THIS

PUBLICATION HAVE BEEN FILMED

Cov. 1, pgs. 6, 68, 106,

146, 282

APR
29
1987

C1850-3
5/7/87

1987 NRA SHOW PREVIEW & NEW PRODUCT SH...

IFMA SILVER PLATE AWARD

IFMA Silver Plate winners go for the gold.....30

Chains: Competition will be at local level.....118
Equipment: Is the pouch-pack the wave of the future?...178
Cover: Here comes the bride-and-groom business..... 96

APRIL 29, 1987

A Cahners publication serving the total foodservice industry

RESTAURANTS & INSTITUTIONS

P0616966 (1041/ 00 BAG6661
8710 0000 ***
SRI ACQUISITIONS 333
CONGRESSIONAL INFO SVC 333
4520 EAST WEST HWY 333
BETHESDA MD 20814

3

APRIL 29, 1987

CONTENTS

Vol. 97 No. 10

BRIEFINGS
A summary for busy readers 4

COMMENTS
How are we doing? 11
Operations in this issue 11

VIEWPOINT
Are your customers afraid to eat? 14

R&I FORUM
Readers speak out 18

R&I REPORT
Wage Q&A: Richard Berman 22
Liability Crisis: Risk management is best insurance 24
Taxes: Tip tax creates another restaurant headache 25
R&I Data: Profits Now 25
New York Report: Visitors make impact 26
R&I Data: Consumer Price Index 26

R&I EXCLUSIVE
Outstanding Operators: 1987 IFMA Silver Plate Winners 30

MENUS
Menu Concepts: Kincaid's is stiking gold in Minnesota 66
R&I Data: Menu Price Increases 67
Menu Census: Popular pasta salad 67
R&I Data: Food Cost Index 68
Food Price Update: A couple of fish stories 68

TASTE
Special Events: Wedding celebrations 96
Wedding Products 108

CHAIN DIGEST
Chain Leader Q&A: Thomas Hennings 118
Executive Profile: John Cauley 120
Executive Street: 3 execs profiled 126
Success Story: Mr. Hero evolves into Mr. Philly 126
Convenience Stores: Grabbing fast-food customers 132
Market Wars: COEX message 132

LIQUID ASSETS*
Bar Design: Themes keep competition keen 138
Product Profile: Wine coolers spark beverage sales explosion 145
R&I Data: Growth of Wine Coolers 146
Promotions: Beverage promos 148

INDEPENDENTS
Upscale Dining: Stratton's Restaurant brings fine-dining to college town 150
Mountain Menu: Dining on Montana's Continental Divide 152
Hotline: Independent happenings 156

INSTITUTIONS
Health Care: Help for complex meal plans 160
Concessions: Consumption at the Super Bowl 162
Corrections: Prison culinary program 162
Contractors: Canteen's new cafeteria design 164
ADA Annual Meeting: Nutrition in Nevada 172
Health Care: Freedom of choice for psychiatric patients 172

EQUIPMENT
Pouch Cooking: Gaining ground in foodservice 178

FOOD
Summer Dining: Breezy food cools off summer menus 190
Techniques: Preparing rock shrimp 198
Healthline: How to burn a calorie 200

MARKETPLACE
Menu Merchandising: Mexican food makes college scene 208
Products: Mexican-food products 214
Buyers Mart: New products 216
NRA Show: Preview and Product Showcase 220
NRA Show Products 221

CLASSIFIED ADS
Buying, selling, changing jobs 268

ET CETERA
People, Places & Promos 274
Calendar: Upcoming events 275
Coming Up: May 13 issue 276
Personal Glimpse: G. "Jim" Hasslocher 276
Previewing: A book review 276

ACTION EXPRESS
For more product information 282

ADVERTISING INDEX
Where to find ads in this issue 282

READER SERVICE CARD
For more information 283

*A special section for commercial operators only.

Real Dairy Discoveries, a service of American Dairy Association, follows page 70.

MENUS

■ **R&I DATA**

FOOD COST INDEX: MARKET-BASKET TOTAL FOR APRIL END IS $106.04

Only an estimated 78 million pounds of regular cut green beans, representing 36% of the available supply, were shipped in the first half of the 1986-87 marketing year. That is 24% less than moved in the first half of 1985-86. Coffee imports from Brazil continue to run nearly 50% lower than a year ago.

		% change	
	4/87	3/87	4/86
Hamburger (lb. 85% lean)	$1.24	4	-2
Chicken (lb. cut for frying)	.80	-10	-5
N.Y. strip steak (lb./avg.)	3.65	14	24
Bread (Pullman loaf)	.83	2	2
Lettuce (iceberg/head)	.54	6	17
French fries (30 lb.)	10.57	-14	-9
Tomatoes (lb.)	.51	-12	-11
Milk (gal.)	1.76	2	-16
Eggs (doz.)	.69	-8	-8
Peaches (case/#10)	17.56	-4	-1
Peas (case/#10)	12.74	-3	10
Frozen beans (30 lb.)	15.39	9	9
Ice cream (vanilla/gal.)	3.41	9	3
Butter (lb.)	1.68	-9	—
Cheddar cheese (lb.)	1.57	-6	—
Sugar (100 lb.)	28.32	-12	-5
Coffee (lb.)	3.04	1	12
Breaded fish portions (lb.)	1.74	-8	23

©1987 *Restaurants & Institutions*, a Cahners publication

■ **FOOD PRICE UPDATE**

A Couple of Fish Stories

USDA buys $1.7 million worth of pollack nuggets; Tilapia comes to New Jersey; Salmon runs are back.

School children across the country soon will be enjoying Alaska pollack nuggets. Since October 1986, the U.S. Department of Agriculture has been involved in a pilot program that has purchased approximately $1.7 million worth of pollack nuggets for the nation's school-lunch program.

These purchases are part of the USDA-run Surplus Commodity Program. Under this plan, the USDA can buy for, and distribute food products to, certain public institutions.

Catfish and crawfish farmed in the South are well-known, but would you believe tilapia in downtown Elizabeth, N.J.? The Port Authority of New York and New Jersey, and the New Jersey Deparment of Agriculture are cooperating in the fish farming tryout, with 10,000 to 12,000 fish growing in tanks to go to market soon. Tilapia has pale firm flesh and a delicate flavor.

Old-fashioned salmon runs are back in Washington state. Fisherman gloat over huge catches this fall in the Columbia River and inland waters. Commercial chinook nettings are larger than any autumn since the Bonneville Dam was built and coho catches may exceed the huge harvest of 1925. Fishery officials say silt control, management of harvests by Washington, Alaska and Canada, and other measures to encourage fish population growth are working. Meanwhile more and more fishing and clamming spots off Long Island are closed because of polluted waters. Striped bass have been scarce for a year or longer and clams are more expensive and hard to find in markets. *—Kathleen Marshall*

The price of bread remains constant with last month's figure of 83 cents, which was also the price of bread one year ago.

TASTE

Wedding planners strive to hold the bridal couple's hands without stepping on any toes.

It was a second marriage for both bride and groom, and everyone was to eat the wedding dinner at one large table.

Just one problem: The bride's teenage children refused to sit with the groom's offspring. "The mother was out in the hall, yelling at her kids to please grow up. It was embarrassing for the service staff. What can you do in a situation like that?" sighs Del Suguitan, catering director for the Mayfair Hotel, Chicago.

No question about it—weddings are more loaded with emotion than the average corporate affair. Hotels, restaurants and caterers who handle them become consultants not only for food, but for flowers, entertainment and all the other trimmings.

Because of the hand holding required to plan a wedding, some operators do not actively solicit this kind of business. "Only about 15% of our business is weddings now—we're much more into corporate events," says Tom Campbell of McDuff Catering Inc. in Indianapolis. "It's right up there with bar mitzvahs in terms of the concern for detail," agrees caterer Gary Wisotzky.

Just about everyone who handles wedding receptions does so in part because they revel in getting those minute details right. "I love working with people who are planning one of the happiest times of their lives," says Pearl Smith, owner of Art Wedding and Catering Service, Houston.

Because of its location, in Pompano Beach, Fla., Contemporary Caterers gets a mix of clients originally from other places. "People often want to recreate the things they saw while growing up," says Owner Gary Wisotzky.

One bride was determined to serve a particular kind of sausage eaten at the Minnesota weddings of her childhood. Another, from New York City, insisted on natural and *nouvelle* all the way—from coffee decaffeinated by the Swiss water process to sushi. Wisotzky complies with such requests whenever possible, but adds, "If the menu seems to be getting out of hand, I encourage the bride to choose food to satisfy the majority."

Bridal couples need help not only in planning but in carrying out the reception. In line with the return to tradition, bouquets are being tossed, cakes cut and champagne toasts made, but the order of those events is up for grabs.

"Couples want to include all the traditional elements, but there's a lot of flexibility in when they happen," says wedding planner Jeanne Griffith. She likes to help couples select a band leader personable enough to act as master of ceremonies as well as conductor.

All the planning in the world can't prevent an occasional catastrophe. Every wedding planner has a story about a tearful telephone call from a family member, canceling the wedding.

Even more disconcerting was the couple who split up while caterer Gary Wisotzky and his crew were still loading their truck. "The groom was philosophical—he said he knew it wouldn't last," says Wisotzky. "I was just relieved that they'd already paid their bill."

HOT HONEYMOON DESTINATIONS*

Domestic	%
Florida	16.1
South	14.8
Northeast	12.3
North Central	8.6
Pennsylvania	8.0
West	7.7
Canada	5.7

Foreign	%
Hawaii	14.2
Other	10.9
Virgin Islands	9.9
Bahamas	7.7
Mexico	7.3
Europe	7.3
Jamaica	4.9
Canada	4.4
Bermuda	4.1

*Figures supplied by *Bride's Magazine*. Regional U.S. percentages exclude California, Florida and Pennsylvania. Foreign destinations include U.S. destinations outside the continental United States.

Caterers and restaurants serve wedding feasts in all kinds of places —including the open-air setting of this wedding meal.

LIQUID ASSETS

R&I DATA

GROWTH OF WINE COOLERS
Wine coolers are the new product phenomenon of the '80s. Variety is now exploding.

cases shipped.
©1987 *Restaurants & Institutions* a Cahners Publication

Wine coolers introduce new drinkers to the taste of wine.

The Snuggery in Schaumburg, Ill., which caters to the young professional, says their strong wine cooler market is in the 27-to-31 age group, giving about a 60% female to 40% male spread. Out of a four-group drink category consisting of light beers, mixed drinks, wine coolers and regular wine, wine coolers place third in popularity, according to the bartender. Men seem to stay with the light beers as opposed to trying the wine coolers, which seem to have caught on with the young women.

In Lake Country, Ill., the coolers are so popular that they are served on tap in some bars along with the bottled version. "The women like them because they're light and low in calories," reports the bartender. "Not many men drink them, maybe only about 10% to 15% of male drinkers."

Another market that seems fairly open to the cooler phenomenon is tourist trade. At the Copa, a bar in the resort town of Key West, Fla., tourists of all ages order them. Men and women order them equally. There is no overwhelming demand for them, but the bar will serve a white wine and fruit juice or seltzer on request.

The large cooler companies are still researching the market for wine coolers. While the slant seems to be heading toward the younger woman, some companies are insisting that the market is crossing all social and economic barriers. The millions of dollars spent each year in advertising coolers is attempting to create new markets. One of the images that all of the companies need to overcome is that the cooler is just a hot weather purchase and that it should be consumed all year. In television commercials, people are shown sipping wine coolers with cinnamon sticks in the middle of a snowstorm.

America has had a fickle and unpredictable reaction to the wine market. It is doubtful that anyone would have predicted that wine coolers would have become one of the most important new products in the wine and spirits market in the last 25 years. There is currently a wealth of information about where the market is going and what the public wants. A clear understanding of who drinks wine and wine products is still needed. Most wine companies feel wine coolers are a good introduction to the wine drinking category.

So far, the wine cooler has been for young women.

While the market may still not be clearly defined, one thing is certain: wine coolers are here to stay. The wine cooler industry itself is approaching $1 billion annually. It is one of the saving factors in a California wine market, where the sale of wines is flat. Beer companies who have been hurt by the cooler sales are starting to fight back with beer-based, fruit-juice-enhanced drinks. Distilled spirit companies are doing the same with spirit-based coolers. But, despite the fact that there are more than 100 different licensed cooler brands in the country, it is still a volatile and fickle marketplace.

—Marilyn Stoltis

ACTION EXPRESS

MAGAZINE DIVISION STAFF

William Platt, President; Terrence McDermott, Executive Vice President; David S. Wexler, Vice President Foodservice Group; Thomas J. Dellamaria, Vice President Production and Manufacturing.

BUSINESS STAFF

Barry H. Reese, Publisher; Jane Young Wallace, Associate Publisher; Steven Mayer, Marketing Director; Peggy Venecek, Marketing Assistant Director; M.R. Robinson, Vice President Foodservice Research; Karen Hallberg, Foodservice Research Director; Ed Christ, Circulation Director; Denise Stolton, Circulation Manager.

BUSINESS OFFICES

Mark A. Strauss, National Sales Director. **Midwest:** Rose Deneen, National Sales Coordinator; Spencer Isola, District Manager; Marjorie S. Maca, District Manager; Howard Sipe, District Manager; Doug Wallach, District Manager; Susan Kallas, Sales Services Manager; Patricia E. Olson, Recruitment/Classified Advertising Manager, Cahners Plaza, 1350 E. Touhy Ave., P.O. Box 5080, Des Plaines, IL, 60017-5060. Phone: 312/635-8800. **East Coast:** Robert Fisk, District Manager; William Lazar, District Manager, 8 Stamford Forum, P.O. Box 10277, Stamford, CT, 06904-2277. Phone: 203/328-2547. Michael Cardello, District Manager, 475 Park Ave. S., New York, NY, 10016-6999. Phone: 212/686-0555. **Central Area:** Jerry Stiegler, District Manager, 1621 Euclid Ave., Cleveland, OH, 44115-2186. Phone: 216/696-1800. **Southeast:** Clare Gillen, District Manager; Thomas McElhinny, District Manager, Suite 170, 6540 Powers Ferry Rd., Atlanta, GA, 30339-2911. Phone: 404/955-6500. **West Coast:** Stephen Kosloff, District Manager, Suite H, 3637 Sacramento St., San Francisco, CA, 94118-1726. Phone: 415/922-6884. Rebecca Tonne, District Manager; Susan Brummett Green, Sales Representative, Suite 236, 12233 W. Olympic Blvd., Los Angeles, CA, 90064-1068. Phone: 213/826-5818. **Southwest:** Thomas McElhinny, District Manager, 12127 Carriage Hill Dr., Houston, TX, 77077-2508. Phone: 713/497-1095. Michael Cardello, District Manager, Suite 515, 13740 Midway Road, Dallas, TX, 75244-4314. Phone: 214/980-0318. **United Kingdom and Europe:** S.D. Ichbia, Director, Kingslea Press, Ltd., Griffin House, 18-19 Ludgate Hill, Birmingham B3 1DW, England. Phone: 021-236-8112.

FOR YOUR OWN COPY OF RESTAURANTS & INSTITUTIONS

Call 303/388-4511 or circle **500** on the Reader Service Card.

ADVERTISING INDEX

For more information on the products advertised and featured in this issue, circle the number indicated on the Reader Service Card.

Advertiser	Inquiry No.
ACI Technologies, Inc. (p.266)	117
ALCO Food Prep (p.195)	64
ALCO Foodservice Equipment Co., Dean Industries (p.251)	87
ALCO Foodservice Equipment Co., NIECO (p.257)	
Adamation, Inc. (p.250-A)	129
Adams Packing Association (p.258)	95
American Dairy Association (p.70-94)	24
American Egg Board (p.231)	76
American Gas/Commercial Foodservice (p.176)	56
American Gas/Keating (p.177)	57
American Gas/Middleby Marshall (p.21)	12
American Home Foods (p.227,229)	74,75
American Permanent Ware, Inc. (p.153)	47
American Wyott, Inc. (p.277)	125
Angelica Uniform Group (p.245)	83
Anheuser-Busch, Master Cellars Wines (p.148-A&B,149)	46
Antunnes, A.J. (p181)	58
Atlantic Queen (p.20)	11
Bakers Pride (p.224,225)	72,73
Bee Gee Shrimp (p.13)	4
Best Foods, CPC Foodservice, Inc. (p.127)	34
Bil-Mar Foods, Inc. (p.65)	78
B.K. Industries (p.262)	104
Blodgett, G.S. (p.185)	60
Blodgett Oven Co., Inc., The Rational Combi-Oven Steamer Div. (p.188)	62
Bridgford Foods (p.107)	27
Bunge Edible Oil Corp. (p.55)	28
CCI (p.262)	103
CPC Foodservice, Best Foods (p.127)	34
CPC Foodservice, Hellman's (p.127)	35
CPC Foodservice, Knorr (p.174-175)	55
Cahners Exposition Group (p.252,253)	88,89
California Avocado Commission (p.212-213)	70
Cambro (p.48-49,50-51)	15,16
Carnation Co., Foodservice (p.158-159)	51
Castleberry Foods (p.189)	63
Chef Pierre (p.239)	80
Classified (p.268-273)	
Commercial Aluminum Cookware Co. (p.237)	79
Continental Coffee Products (p.IBC)	126
CresCor/Crown X (p.18)	7,8,9
Crystal Tips/A Metal Masters Co. (p.261)	102
Dean Industries, Div. of ALCO Foodservice Equipment Co. (p.251)	87
Delta Pride Catfish (p.137)	41
Domecq-Cointreau (p.144)	44
The Drackett Prod. Co. (p.53)	17
Duke & Sons, Inc., H. C. (p.247)	84
Eliason Corp. (p.258)	96
Fort Howard Paper (p.58-599)	19
Fortune Products (p.263)	107
Frymaster Corp. (p.122-123)	31
General Foods Dessert Program (p.102-103)	25
General Foods, Open Pit (p.165-166,167-168)	53
General Foods, Sanka (p.134-135)	39
Groen Division/Dover Corp. (p.121)	30
HM Electronics, Inc. (p.264)	110
Hellman's, CPC Foodservice, Inc. (p.127)	35
Holman Group (p.264)	109
Hormel & Co., George A. (p.201-206)	67
Hunt-Wesson Foodservice Div. (p.7,8-9,10)	
Ice-O-Matic (p.124,125)	32,33

continued on page 278

RESTAURANTS & INSTITUTIONS, a Cahners publication.
1350 E. Touhy Ave., P.O. Box 5080, Des Plaines, IL 60017-5080 Phone: 312/635-8800

Cahners Publishing Company, A Division of Reed Publishing USA ☐ Specialized Business and Consumer Magazines for Building & Construction ☐ Foodservice & Lodging ☐ Electronics & Computers ☐ Interior Design ☐ Book Publishing & Libraries ☐ Printing ☐ Medical/Health Care ☐ Manufacturing ☐ Industrial/Research Technology ☐ Child Care & Development

RESTAURANTS & INSTITUTIONS (ISSN 0273-5520) is published biweekly in national, demographic and separate editions by The Cahners Publishing Company, A Division of Reed Publishing USA, 275 Washington St., Newton, MA 02158-1630. William M. Platt, President; Terrence M. McDermott, Executive Vice President; David S. Wexler, Group Vice President; Jerry D. Neth, Vice President/Publishing Operations; J.J. Walsh, Financial Vice President/Magazine Division; Thomas J. Dellamaria, Vice President/Production and Manufacturing. Circulation records are maintained at Cahners Publishing Company, 270 St. Paul St., Denver, CO 80206-5191. Phone: 303/388-4511. Second-class postage paid at Denver, CO 80206-5191 and additional mailing offices. Postmaster: Send form 3579 to our Denver address. RESTAURANTS & INSTITUTIONS copyright 1987 by Reed Publishing USA. Saul Goldweitz, Chairman; Ronald G. Segel, President and Chief Executive Officer; Robert L. Krakoff, Executive Vice President. Annual subscription rates for non-qualified people: USA, $88; Canada/Mexico, $100; other countries, $125 for surface mail and $210 for air mail. Except for special issues where price changes are indicated, single copies of regular issues are available for $6, $8 and $10 (USA, Canada/Mexico and foreign). Please address all subscription mail to RESTAURANTS & INSTITUTIONS, 270 St. Paul St., Denver, CO 80206-5191.